

HUMAN RESOURCES

The Human Resources Department provides personnel management and employment services to the City of Albuquerque.

MISSION

To provide leadership in the management and development of quality employment services to the general public and city departments; effective personnel administration in compliance with City mandates and state and federal laws; to provide for and encourage employee personal and professional development; to work to ensure employee equity; and to minimize City liability. HR will serve as a change agent for direction setting to meet demands placed on City departments by changing Community Desired Outcomes and available resources.

Key focuses are: equitable classification, competitive compensation and benefits programs, training and promotional opportunities for all employees; dissemination, maintenance and interpretation of the Personnel Rules & Regulations to ensure consistency and compliance with the Merit System Ordinance.

Operating Fund Expenditures by Category (\$000's)	ACTUAL FY/04	ORIGINAL BUDGET FY/05	REVISED BUDGET FY/05	ESTIMATED ACTUAL FY/05	APPROVED BUDGET FY/06	APPR 06/ EST ACT 05 CHG
Personnel	2,171	2,539	2,539	2,431	2,708	277
Operating	33,289	37,346	38,440	38,519	42,922	4,403
Capital	68	2	12	12	25	13
Transfers	280	266	266	266	204	(62)
TOTAL	35,808	40,153	41,257	41,228	45,859	4,631
TOTAL FULL TIME POSITIONS	41	41	41	41	41	0

BUDGET HIGHLIGHTS

The FY/06 General Fund budget is \$116 thousand more than the approved FY/05 level. This is primarily a result of the reduction in the salary savings rate and the increase in wages and other employee benefits. Also, \$10 thousand is added to the budget for the replacement of an obsolete copier to support the volume of training materials required and \$6 hundred is added for registration fees at job fairs.

The Department's portion of the Risk Management Fund saw an increase of \$121 thousand, due to an anticipated increase in Unemployment Compensation Insurance. There is also one time funding for employee equity training materials of \$3 thousand.

There is a 10% general overall increase in the cost of health and dental insurance to the Employee Insurance Fund. The impact of this increase is \$4.75 million. Costs in both health and dental insurance continue to rise as seen in the industry nationally. The City continues to pay 83% of the insurance costs to help offset the increased costs to employees.

The City is also funding a vision plan in FY/06. The City will pay 83% of these costs. This results in an increase to the budget of \$632 thousand which is offset by revenues of \$107 thousand. In addition, the City will provide \$50 thousand to fund the flexible spending administrative fee. The program has been expanded up to \$5 thousand for medical/dental and child care reimbursement with a new benefit added for transit and parking expenses. The increase in employees utilizing this service is anticipated to help offset the cost of picking up the administrative fee. Other additions to the Employee Insurance Fund budget are \$26 thousand for a scanner and filing system to electronically maintain employee insurance records and \$8 thousand for part time staffing support to assist employees with insurance and benefit questions.

(\$000's)	ACTUAL FY/04	ORIGINAL BUDGET FY/05	REVISED BUDGET FY/05	ESTIMATED ACTUAL FY/05	APPROVED BUDGET FY/06	APPR 06/ EST ACT 05 CHG
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PROGRAM STRATEGY BY GOAL:

GOAL 8: GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS

GENERAL FUND 110

Total Personnel Services - 110	2,131	2,171	2,195	2,186	2,287	101
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(\$000's)	ACTUAL FY/04	ORIGINAL BUDGET FY/05	REVISED BUDGET FY/05	ESTIMATED ACTUAL FY/05	APPROVED BUDGET FY/06	APPR 06/ EST ACT 05 CHG
<u>RISK MANAGEMENT FUND 705</u>						
Unemployment Compensation	404	438	519	519	558	39
Employee Equity	0	77	77	67	78	11
Total Unemployment Compensation - 705	404	515	596	586	636	50
<u>EMPLOYEE INSURANCE FUND - 735</u>						
Bonus Program	8	0	0	0	0	0
Insurances and Administration	33,088	37,262	38,261	38,251	42,789	4,538
Trfr from Fund 735 to Fund 110	177	205	205	205	147	(58)
Total Employee Insurance Fund - 735	33,273	37,467	38,466	38,456	42,936	4,480
TOTAL GOAL - 8	<u>35,808</u>	<u>40,153</u>	<u>41,257</u>	<u>41,228</u>	<u>45,859</u>	<u>4,631</u>
TOTAL APPROPRIATIONS	<u>35,808</u>	<u>40,153</u>	<u>41,257</u>	<u>41,228</u>	<u>45,859</u>	<u>4,631</u>

REVENUE

The increased cost of health insurance results in a significant increase in revenue for the Employee Insurance Fund as insurance costs are assessed to other city departments through the employee benefit rate. The City of Albuquerque also has agreements with several Inter-Governmental Agencies (IGAs) to provide administrative services for insurance benefits. Each government entity reimburses the City for these services. The IGA group currently consists of Bernalillo County, Sandoval County, Town of Bernalillo, Village of Tijeras, Village of Cuba, Village of Corrales, Middle Rio Grande Conservancy District and the Village of Los Ranchos. Estimated revenues from IGAs are approximately \$115 thousand. Miscellaneous income from interest revenue is estimated at \$45 thousand.

Department Generated Fees for Services (\$000's)	ACTUAL FY/04	ORIGINAL BUDGET FY/05	ESTIMATED ACTUAL FY/05	APPROVED BUDGET FY/06	APPR 06/ EST ACT 05 CHG
Miscellaneous - 735	9	32	101	45	(56)
Intergovernmental - 735	142	115	117	115	(2)
Internal Service - 735	32,209	37,466	38,438	43,002	4,564

PRIOR YEAR ACCOMPLISHMENTS

Administration

- No Department of Labor charges for FMLA violations for second year in a row.
- Developed an FMLA informational brochure and presentation to educate employees and managers regarding their rights and responsibilities under the federal law. Deployment of training was initiated with SWMD in FY/05.
- Fifty percent of office support staff fully cross-trained into other functional areas of HR. Cross-training is achieved by complete rotation into a new functional area for an extended period of time to build competency in multiple areas.
- Implemented cross-training of HR Analysts to build development of Generalist HR skills across divisions, provide more depth of expertise and enhance the department's ability to respond to critical situations.
- Staff at all levels and from all divisions have been trained and assigned to support all department projects including Positive Enrollment, Employee Health Fairs, Mandatory Management Conferences and Empath testing.

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- Created the Empath Pay group / Pay code Project Team to assume responsibility for testing and implementation of all FY/06 benefit pay and deduction codes, as well as compensation rate tables. The HR team was successful in performing tasks historically conducted by Payroll, thus accomplishing a large and unfamiliar task in a short time frame, while gaining knowledge of critical interdepartmental functions.
- Administrator received recognition from the ESGR (Employer Support of Guard & Reserve) for outstanding performance in addressing the needs of employees deployed and/or returning from active military duty.
- Senior staff were utilized as subject matter experts and trained to deliver educational presentations in various HR topics.

Classification & Compensation

- Developed and implemented a document tracking system for reclassification requests, position control forms (changes, creations, deletions), and other related classification/compensation documents.
- Collaborated with Employee Relations and AFSCME Local 3022 (Union–Employer Committee) to identify guidelines to evaluate job descriptions for bargaining unit inclusion.
- Collaborated with ISD and the HR Employment division in the development of a parsing format for job descriptions and implementation of the new advertisement system.
- Produced FY/06 pay plans and rate tables and assumed responsibility for entering and testing rate tables in Empath.
- Drafted updated questionnaire and procedures for determination of FLSA status under amended federal guidelines. (Currently awaiting DOL review)

Employment

- Implemented the “Turbo” qualifying process (automated bid list).
- Developed and implemented a “cliff notes” version of submitted applications, which produces an easy-to-read one-page version of applications, thus reducing paper and printing costs.
- Continued development of the statistical reporting capability of the employment database to capture statistics related to cycle time, turnover rates, etc.
- Development and testing of an on-line clerical pool system that provides simultaneous and immediate access by all departments to pre-qualified applicants for seven clerical positions common to all City departments.
- Developed and implemented a new advertisement system utilizing parsed job specifications to create consistent job advertisements with consistent form and content.

Testing

- Collaborated with APD, Corrections and the Legal department to revise Sections 203 and 205 of the City's Personnel Rules & Regulations to create standardized testing and promotional procedures for the City's public safety departments. (AFD procedures were revised in FY/04).
- Developed and published a Request for Proposals to assess the economic feasibility of retaining the services of a qualified contractor to provide professional development and administration of, and consultation for, public safety promotional testing processes.

Insurance & Benefits

- Continued to negotiate health renewal rates well below the regional average; negotiating down to a 9.51% increase from a cumulative average of 12.31% increase in initial proposed rates.
- Continued to negotiate dental renewal rates well below the regional average; negotiating down to a 5.40% increase from a cumulative average of 18.50 % increase in initial proposed rates.

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- Negotiated several benefit program enhancements to include:
 1. Increased orthodontia maximum from \$1,000 to \$1200 with both dental providers
 2. Provider participation in a Dental Fair for City and entity employees
 3. Choice of three lifestyle based health program offerings from one carrier, in addition to the traditional HMO offerings from both Health providers
- Increased maximum allowable limits in medical reimbursement from \$2,500 to \$5,000 and picked up cost of administrative fees for the Flexible Spending program in FY/06.
- Added a City-sponsored pre-tax parking program for FY/06
- Added a City-sponsored Vision program for FY/06
- Held three successful Health & Wellness Fairs:
 1. Diabetes Health Fair on April 23, 2004 – 649 participants
 2. Heart Health Fair on September 17, 2004 – 823 participants
 3. Men's & Women's Health Fair on January 28, 2005 – 555 participants
- Deployed a marketing & employee outreach strategy to include:
 1. "Your Health Benefits" Presentations
 2. Implementation of employee Health Risk Assessments and promotion at City management conference
 3. Deployment of employee benefit statements
 4. Collaboration with the Health Task Force
 5. "Passport to Good Health" health fairs
 6. Thirty-three (33) outreach sessions to communicate with employees and their families regarding Positive Enrollment & health care initiatives
 7. Conducted eighty-four (84) Positive Open Enrollment meetings at numerous locations throughout the City
 8. Assisted four of the City's intergovernmental entities with open enrollment
 9. Coordinated the production of benefit booklets for all covered entities, which included the printing and distribution of 11,500 booklets for the City of Albuquerque.
 10. Enrolled and entered over 16,500 employee benefit selections into the City payroll system.
 11. Processed 259 retirees



Learning, Education and Development (L.E.A.D.)

- Establishment of the City Learning Council as the key advisory body for further development and deployment of Public Service University.
- Development of the College of Human Resource Management – the first major learning structure for Public Service University. This college includes the Management Development Institute.
- Development and deployment of two components of the Management Development Institute:
 1. Bi-annual Mandatory Management Conferences: November 1 through 5, 2004 and July 11 through 15, 2005. Overall participant rating of the November conference on a Likert scale of one to five (1 = poor & 5 = excellent) was 4.2.
 2. Pre-supervisory Development Program: a 120-hour, nine-month program developed to provide City employees with no supervisory experience with practical and academic application of management tools related to the role of an entry-level manager in a public service setting.
- Addition of new resources and curriculum to support the creation and deployment of learning programs relevant to skill acquisition and development in a public service setting.

PRIORITY OBJECTIVES

GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS: GOVERNMENT IS ETHICAL AND ACCOUNTABLE; EVERY ELEMENT OF GOVERNMENT CONTRIBUTES EFFECTIVELY TO MEETING PUBLIC NEEDS.

- OBJECTIVE 9. Develop standard procedures and guidelines to train subject matter experts for public safety promotional exams and testing by the end of the second quarter, FY/06.

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- OBJECTIVE 11. Develop a pilot web-based human resources portal that allows access by City departments, all City employees and external customers to on-line Human Resource Department services, transactions, and information, including employment, insurance and benefits, and training by the end of FY/06.
- OBJECTIVE 14. Complete implementation of the process changes that were developed as a result of the Human Resources Improvement Project, finalize revised HR procedures for the hiring process, by the end of the first quarter, FY/06, and report on the status of implementation to the Mayor and City Council.
- OBJECTIVE 15. Analyze the trends, categories and specific cases of EEOC complaints; develop mitigation strategies and continue to report on complaints in the Performance Plan. Report also on the success of interventions mitigating official and unofficial complaints by the end of FY/06.
- OBJECTIVE 16. Analyze hiring data to identify the job titles with the highest turnover rates and develop plans that address retention, recruitment, and succession in those titles by the end of the second quarter, FY/06. Track the trends over time to determine the effectiveness of the mitigation efforts.
- OBJECTIVE 17. Continue to develop the on-line application system to create applicant pools for clerical and blue collar positions to improve the hiring cycle time by the end of the second quarter, FY/06.